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Note by the Secretary-General

The Secretary-General has the honour to transmit to the members of the General Assembly the report of the Joint Inspection Unit entitled "The United Nations University: enhancing its relevance and effectiveness" (JIU/REP/98/3).

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THE UNITED NATIONS UNIVERSITY

ENHANCING ITS RELEVANCE AND EFFECTIVENESS

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CONTENTS

	Paragraphs	Page
Acronyms		iii
EXECUTIVE SUMMARY CONCLUSIONS AND RECOMMENDATIONS		iv
I. INTRODUCTION	1 - 16	1
II. GOVERNANCE	17 - 49	4
A. United Nations General Assembly	18 - 20	4
B. Economic and Social Council	21	4
C. Executive Board of UNESCO	22 - 24	4
D. Executive Heads of the Sponsoring Organizations	25 - 26	5
E. Council	27 - 45	5
F. The Rector	46 - 48	7
III. INSTITUTIONAL DEVELOPMENT	50 - 67	9
A. UNU Centre in Tokyo	51 - 57	9
B. Research and Training Centres and Programmes	58 - 62	10
C. Networks	63 - 67	11
IV. PROGRAMME PLANNING AND IMPLEMENTATION	68 - 87	13
A. Principles and policies	68 - 72	13
B. Academic activities	73 - 87	13
V. FINANCING AND MANAGEMENT	88 - 93	16
A. Financing	88 - 90	16
B. Administrative management	91 - 93	16

Figure 1: Overview of the UNU system 3

Figure 2: Academic activities and their distribution between UNUHQ and RTC/Ps 12

Figure 3: UNU collaborating scholars (1987-1997): Number of scholars and distribution by region 12

Figure 4: UNU collaborating institutions (1987-1997): Number of institutions by region 12

Figure 5: Training and Fellowships allocations in the budget of UNU (1998-1999, by institution) 14

Notes 18

Annex 1: Current members of the UNU Council

Annex 2: Summary of endowment fund, operating and specific programme contributions (cumulative amount as of 31 December 1997)

ACRONYMS

ACC	Administrative Committee on Coordination
BIOLAC	Biotechnology Programme for Latin America and the Caribbean (Venezuela)
ECOSOC	Economic and Social Council
IAEA	International Atomic Energy Agency
IAG	Internal Assessment Group (of the University Council)
IAS	Institute of Advanced Studies (Japan)
IIST	International Institute for Software Technology (Macau)
ILA	International Leadership Academy (Jordan)
ILO	International Labour Organisation
INRA	Institute for Natural Resources in Africa (Ghana)
INTECH	Institute for New Technologies (Netherlands)
INWEH	International Network on Water, Environment and Health (Canada)
JIU	Joint Inspection Unit
RTC/Ps	Research and Training Centres and Programmes
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNIDIR	United Nations Institute for Disarmament Research
UNITAR	United Nations Institute for Training and Research
UNRISD	United Nations Research Institute for Social Development
UNU	United Nations University
WIDER	World Institute for Development Economics Research (Finland)

EXECUTIVE SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

The United Nations University (UNU) was established in 1973 by the United Nations General Assembly as "an international community of scholars, engaged in research, post-graduate training and dissemination of knowledge in furtherance of the purposes and principles of the Charter of the United Nations". By its charter, the University is to "function under the joint sponsorship of the United Nations and UNESCO, through ... a network of research and post-graduate training centres and programmes", with the central objective of ensuring "the continuing growth of vigorous academic and scientific communities everywhere and particularly in the developing countries".

The University has to date performed its basic mandates reasonably well, but not without constraints and challenges: the University has undertaken numerous research projects on a wide range of topics, provided various forms of training courses to thousands of individuals from all regions of the world, and produced a long list of publications for the benefit of the world academic community and organizations of the United Nations system.

This record of achievements is, however, not perceived by the University's major stake-holders within and outside the United Nations system as having fulfilled the high expectations attached to the creation of this unique institution within the international community; the University has clearly not yet succeeded fully in asserting its distinctive academic image and visibility within the United Nations system and broader world of scholarship. Constrained by a number of factors, including limited financial resources, the University has not made the best use of its potential as a "think tank" supportive of the policy and normative processes of the United Nations system, nor has it become a valued intellectual bridge between the multilateral system of cooperation and the world academic community.

The University's major programme endeavours since its inception have had limited focus, strategic direction and tangible impact on inter-governmental deliberations. It has established a network of outreach Research and Training Centres and Programmes (RTC/Ps) but has had to contend with the challenge of effective programme coordination and institutional imbalances within the network.

The Inspectors conclude accordingly that the University is in need of fresh vigour and new directions in facing up to the uncharted challenges of the next century. On-going reforms within the United Nations system provide an excellent opportunity and context for strengthening the University's mandate and operations so that it may perform more effectively and visibly the role for which it was originally created.

In this context, the first item of business would be a thorough review of its governance, particularly its structure, which currently comprises several overlapping reporting layers with blurred lines of responsibility and accountability for results and outcomes. The Inspectors believe that the University's existing governance system and processes should be streamlined, so that it becomes more effective and better focused on the substance and results of the University's work.

Enhancing the University's overall performance capabilities and credibility also implies revitalizing the strategic management and coordination role of the University Centre in Tokyo, reinforcing institutional cohesion among its different outreach Centres and Programmes, and achieving a more coherent policy framework for programme development and implementation. Further, the formulation and enforcement of common programme quality standards for all its components would help define and project the University's distinctive hallmark of scholarship.

Finally, the Inspectors support the reform measures being introduced by the University aimed at rationalizing the institution's administrative management systems and processes, including University-wide management information and accounting systems as well as a more coherent staff management policy. The real challenge, however, is full implementation of these proposed measures. In the light of the foregoing, the Inspectors submit the following recommendations:

UNIVERSITY GOVERNANCE

RECOMMENDATION 1: Directives of the United Nations General Assembly

The Rector/Council of the United Nations University (UNU) should report, through the Secretary-General of the United Nations, to the General Assembly on specific actions taken to implement the directives of the General Assembly, as part of the periodic reports on the work of the University (para. 20).

RECOMMENDATION 2: Executive Board of UNESCO

The Executive Board of UNESCO may wish to encourage enhanced programmatic collaboration between UNU and UNESCO, by way of joint programming and implementation of activities of mutual interest, including more systematic sharing of programme and institutional networks, in particular within the existing framework of UNITWIN (University Twinning)/UNESCO Chairs Programme (para. 24).

RECOMMENDATION 3: University Council and Boards

(a) **Without prejudice to UNU's academic autonomy and the intellectual independence and integrity required of UNU Council members, Council composition should be reviewed to reflect more fully the diversity of its major stake-holders and partners, which include the academic community, governments, United Nations system organizations and the private sector** (para. 33);

(b) **At the same time, to ensure a leaner and more cost-effective Council, the possibility should be considered of reducing its current membership, coupled with the consolidation of the Council's sessional main committees into two (basically Programme and Budget committees), and the latter could be assisted by a small advisory group open to interested government representatives and other stake holders of the University.** (Paras. 36 and 42);

(c) **Boards of the UNU's Research and Training Centres and Programmes (RTC/Ps) should help ensure coherent and cost-effective programme activities by the respective RTC/Ps along the general policies formulated by the Council. However, the size of the Boards should be kept to a minimum and an option of biennial Board meetings could be considered to further reduce institutional costs.** (Para. 45).

INSTITUTIONAL DEVELOPMENT

RECOMMENDATION 4: University Centre (UNU Headquarters, Tokyo)

As part of the measures necessary to revitalize/re-define the role of the University Centre:

(a) **The University Centre, while taking the lead in strategic planning processes, should refocus its own research functions mainly on 'synthesis' or interdisciplinary and global integration of research findings emanating from within and outside the University.** (para. 54);

(b) **The University Centre should exercise more effective managerial oversight over the personnel, administrative, budgetary and financial matters within the UNU system as a whole, on the basis of transparent policies** (paras. 91 and 92).

(c) **Furthermore, the University Centre, assisted by RTC/Ps, should aim to serve as a think tank for the United Nations system through closer functional cooperation with the relevant United Nations system organizations** (paras. 54 - 57);

RECOMMENDATION 5: Research and Training Centres and Programmes (RTC/Ps)

(a) **UNU Council and Rector should take fuller advantage of the physical proximity of UNU/IAS to the University Centre by ensuring enhanced collaboration and coordination between the two institutions in administrative and programme areas.** (paras. 86 and 93);

(b) **The capacities of RTC/Ps in the developing countries should be built progressively to the level of those of the RTC/Ps in the developed countries** (para. 62);

(c) **Pending mobilization of additional resources, consideration should be given to establishing UNU/BIOLAC (Biotechnology Programme for Latin America and the Caribbean, Venezuela) as a full-fledged RTC so that UNU may have at least one such centre on each continent** (para. 62).

(d) **Subject to (c) above, less emphasis should be placed, for the time being, on the establishment or incorporation of new RTC/Ps in favour of an expanded and active network of associated institutions** (para. 62);

RECOMMENDATION 6: Cooperating Institutions

The different agreements governing UNU's cooperation with other institutions constituting the University's networks should be standardized as may be necessary to ensure consistent quality norms and approaches to network building in the most effective manner (para. 65).

PROGRAMME PLANNING AND IMPLEMENTATION

RECOMMENDATION 7: General policy framework, programme coordination and implementation

(a) **Existing policy framework (including in particular the "strategic plan" in preparation) for programme planning, implementation and evaluation should be developed into a detailed UNU manual of programme policies and procedures. Furthermore, in order to ensure implementation of such policies and procedures, an evaluation and monitoring system should be established at the University Centre** (paras. 47, 71, 72 and 87);

(b) **While the University Centre should fully exercise its responsibility for programme planning and strategic management, coordination within specific programme areas of the University could be performed as a shared endeavour by all the UNU entities on the basis of their institutional specialization** (para. 84);

(c) **UNU should also strive for working more effectively with other institutional partners within and outside the United Nations system at the country and regional levels, thereby helping to concentrate its limited resources on activities with a global and interdisciplinary dimension** (see Recommendation 4(a)) (para. 85);

(d) **With a view to enhancing interaction and collaboration in programme matters between UNU and other organizations within the United Nations system, the Secretary-General should take action to make UNU a full-fledged member of ACC** (paras. 8, 19 and 26).

RECOMMENDATION 8: Capacity-building

In order to enhance academic capacity-building, including training and fellowships, in particular in the developing countries, UNU should devote more attention to the development of different innovative forms of capacity building and should, to the extent possible, reduce overall meeting costs by making more effective use of current and

emerging information and communications technologies. In this context, curriculum development as pursued at present by UNU/IIST (International Institute for Software Technology, Macau) and UNU/INWEH (International Network on Water, Environment and Health, Canada) should be emulated progressively by other parts of UNU, in close collaboration with UNESCO (paras. 76-78).

RECOMMENDATION 9: Dissemination

(a) **UNU should formulate and ensure effective implementation of a unified publications policy and programme, including uniform publications quality standards for all its institutional components** (para. 80);

(b) **Dissemination activities should be targeted more deliberately and systematically to the United Nations system intergovernmental policy and normative processes** (para. 81).

FINANCING AND MANAGEMENT

RECOMMENDATION 10: Financial resources and management

(a) **The Secretary-General, assisted by the UNU Rector, is invited to initiate consultations, at an appropriate time in future, with contributors to the Endowment Fund with a view to securing their agreement to the central management of the income from the Fund in conformity with Article II paragraph 1 of the University Charter, and for the benefit of more coherent and integrated operations of the UNU system as a whole** (para. 89);

(b) **Pending the above (a), UNU should enhance its efforts to make optimal use of the available financial resources in more innovative and transparent ways, by taking duly into account the Recommendation 8. At the same time, UNU should explore with potential donors the possibility of "linked" funding, by which a fixed percentage of contributions made to a UNU entity in the developed country would be provided to another UNU entity in the developing countries** (para. 89);

(c) **The United Nations General Assembly may wish to consider the possibility of adding UNU to the list of organizations eligible for participation in the United Nations Pledging Conference being held annually** (para. 90).

RECOMMENDATION 11: Common premises and services

The Secretary-General, in keeping with his drive to achieve common premises and services for United Nations system organizations located at the same duty stations, should enable United Nations system entities based in Tokyo to relocate where applicable to the University premises and to develop common services and facilities (para. 93).

I. INTRODUCTION

1. The United Nations General Assembly decided to establish the United Nations University (UNU) by resolution 2951 (XXVII) of 11 December 1972, and adopted the Charter of UNU by resolution 3081 (XXVIII) of 6 December 1973. By its charter, UNU has the unique mission to conduct "research into the pressing global problems of human survival, development and welfare that are the concern of the United Nations and its agencies...".[1] Most of the concerns reflected in the UNU Charter a quarter century ago are still current today, some in aggravated form, thereby underscoring the continuing relevance and urgency of UNU's original mandate.

2. Virtually all the organizations of the United Nations system are now reforming and re-positioning themselves in order to address more collectively and effectively the unfolding challenges of the present age of uncertainty. These on-going reforms within the United Nations system as a whole, and particularly within the United Nations proper, are so momentous and wide-ranging that no component of the common system can remain an isolated island in the present sea of change.

3. The Secretary-General's reform agenda endorsed by the General Assembly contains the following critique of UNU and other research institutes of the system:

> "In spite of the useful research findings of some of the institutes and the valuable capacity-building projects of others, the overall contribution and potential of the research institutes remains largely under utilized by the United Nations community. The research institutes tend to exist in a world of their own, largely removed from the work and concerns of the United Nations. The need for such bodies to pursue their research and other activities with a degree of autonomy and intellectual rigour partly explains this remoteness. The United Nations institutes have an obligation to make their work both relevant and accessible to the larger United Nations community. And the capacity to establish close links with and draw upon the capacities of other leading knowledge-related institutions has still been inadequately developed"[2].

4. The above quotation to some extent summarizes the rationale for the present JIU report. The objectives are to make UNU an integral part of the United Nations renewal process; to explore ways by which its potential could be realised more fully as a strategic intellectual resource for the multilateral system of cooperation; and finally, to strengthen its alert reflexes with regard to the emerging or uncharted challenges of the next century.

5. The report has thus been prepared essentially from the vantage point of the United Nations system. It takes its bearings from the salient concerns and directives of the General Assembly. The report focuses, in the first instance, on issues of UNU's governance and accountability, without prejudice to its academic freedom.

6. Also reviewed are UNU's institutional framework, its programme planning and implementation arrangements, as well as the relevance and practical impact of its outputs in pursuing its chartered mission for the international community. Finally, the Inspectors look briefly at the overall management of the University against the backdrop of the positive initiatives being taken by its new Rector to develop a cohesive and cost-effective managerial system incorporating its Headquarters and outreach Centres and Programmes (see Figure 1, page 3).

7. The preparation of this report coincided with several important changes within the University itself and in the United Nations system. Firstly, since the appointment of the new Rector effective 1 September 1997, UNU has been introducing a series of reform measures which could significantly enhance the value of UNU as a global distiller of knowledge, supportive of the intellectual and policy processes of the United Nations system. Further, the Rector's appointment coincides with the renewal of almost half of the UNU Council membership (see Annex 1).

8. Secondly, the Secretary-General's restructuring efforts since 1997 have equipped the United Nations Secretariat with new decision-support tools, such as Executive Committees and a Strategic Planning Unit, which perhaps for the first time provide an institutional opportunity for sustained interaction between the United Nations Headquarters and UNU. The more systematic participation of the Rector in ACC meetings[3] will represent yet another opportunity for the University and its programmes of work to be better seen and known within the United Nations community.

9. Furthermore, a number of the specialized agencies and IAEA have either had new executive heads or will have in the near future, and those already in office have set their organizations on the reform path. This contemporaneous renewal of leadership at UNU and the specialized agencies, in addition to the United Nations itself, certainly presents a major opportunity for meshing UNU's mandate and programmes more effectively with the new perspectives and strategic direction of the wider United Nations community.

10. UNU has been conscious of the need for internal improvements based on critical introspection as reflected in the number of its evaluations and self-assessments since its inception[4]. While noting UNU's achievements in its institutional growth and research and training activities, those internal evaluations and self-assessments have also been remarkably similar for their candour in pinpointing some of the University's institutional, programmatic and managerial shortcomings.

11. These inadequacies, as identified by UNU itself in its reviews to date, include in the main: (a) the lack of a clear system of priorities resulting in blurred programme focus and visibility, as well as the absence of a coherent programme framework for the UNU system as a whole; (b) ineffectual institutional coordination and interaction within the UNU system itself, its networks and the organizations of the United Nations system; (c) ineffective dissemination of research outputs including the lack of a unified publications policy and programme; (d) inadequate financial resources, coupled with constraints on the Endowment Fund management; and (e) the absence of a solid administrative management framework or manual for UNU as a whole, including an established personnel management policy.

12. The Inspectors observe that some of these weaknesses had already been identified some ten years ago in the first comprehensive evaluation report commissioned by the UNU Council on the University's operations. The fact that the same problems have continued to exist in varying degrees may infer either insufficient Council oversight and/or the difficulty of successive Rectors to achieve meaningful course corrections for the University.

13. There are signs, however, that the new UNU management will make a difference based on the innovative measures being contemplated by the Rector, including in particular his proposal to develop and implement a University-wide strategic plan, and strengthen interaction with United Nations Headquarters, both at intergovernmental and Secretariat levels. It is the hope of the Inspectors that the present report will complement and perhaps reinforce these and other positive moves under way at UNU, particularly as outlined in its latest "Self-Assessment (1987 - 1997)" report of March 1998.

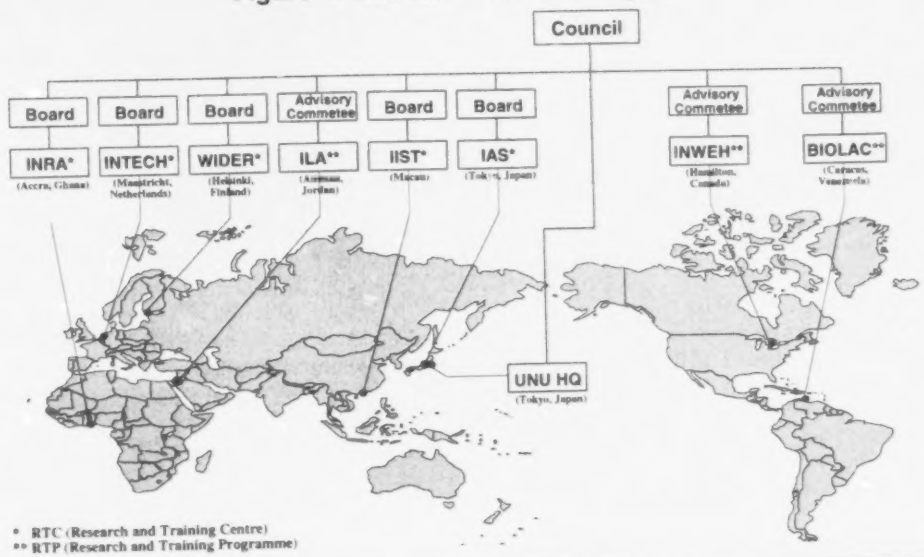
14. The Rectorship is, however, only one element, albeit a fundamental one, in UNU's governance and management. To secure the University's effective renewal and growth, it would seem also necessary to further strengthen its overall governance, including: more deliberate guidance from the United Nations General Assembly; closer attention to Council composition and functions; and possibly a clearer definition of the roles of UNU's sponsoring organizations (United Nations and UNESCO).

15. In the course of their work, the Inspectors studied a considerable amount of UNU documentation produced since its inception. They visited the University Headquarters as well as all its Research and Training Centres and Programmes (RTC/Ps), located in the different continents in order to gain first-hand knowledge of the strengths and weaknesses of the institution as perceived by different stake-holders: UNU management, academic and other staff, host Government officials, and some members of the academic communities at the different locations of the University Centres and Programmes.

16. The Inspectors also exchanged views with a broad spectrum of United Nations system officials, especially at the United Nations and UNESCO, as well as with the heads of research institutes of the United Nations system. All views and suggestions have been duly taken into account in arriving at the conclusions and recommendations contained herein. Special tribute is due to the UNU Rector and his staff, both at Tokyo and at the different RTC/Ps, for their excellent cooperation throughout the preparation of this report.*

**It is noted that a 20-year evaluation of UNU is now being conducted for the Council by a panel of external experts and whose report will probably be released at about the same time as this report. To ensure complementarity between the two reports, the Inspectors exchanged views with the Chairman of the panel. The present report is addressed primarily to the United Nations General Assembly, while the report of the panel of evaluators is addressed mainly to the UNU Council.*

Figure 1: Overview of the UNU system



Institutes (date established)	1998-1999 Budget US$ 1000 (per cent)**	Established Posts Number (per cent)**	Programme focus
UNU HQ (1973)	36,415	65	Sustainable Development, and Peace and Governance
RTC/Ps (Total)	35,515 *(100.0)*	91 *(100.0)*	
WIDER (1985)	5,108 *(14.4)*	25 *(27.5)*	Policy-oriented socio-economic research for the solution of pressing global problems.
INRA (1986)*	1,540 *(4.3)*	6 *(6.6)*	Development of scientific and technological capacities for the management of natural resources in Africa.
BIOLAC (1988)	1,130 *(3.3)*	-	Promotion and development of biotechnology in Latin America and the Caribbean.
INTECH (1990)	6,494 *(18.3)*	23 *(25.3)*	Social and economic impacts of new technologies, particularly in the developing countries and economies in transition
IIST (1992)	4,060 *(11.4)*	18 *(19.8)*	Strengthening of self-reliance in the design of software technology in the developing countries.
ILA (1995)	2,000 *(5.6)*	3 *(3.3)*	Exchange of information and experiences among potential and future leaders of the world.
IAS (1996)	11,236 *(31.6)*	12 *(13.2)*	Research into problems at the interface of societal and natural systems (inter-disciplinary focus).
INWEH (1996)	3,947 *(11.1)*	4 *(4.4)*	On-the-ground project support in the developing countries on water, environment and health.

* Although INRA was established in 1986, it did not start to function until 1990 and an agreement on a host country (Ghana) came into force only in 1993.

** Percentage share of each RTC/P (excluding UNU Headquarters)

II. GOVERNANCE

17. The quality of governance of any institution determines to a large extent the effectiveness of its performance, and the quality and relevance of its programme activities and outputs. The same may hold true for UNU. Its governance is exercised at several levels: the United Nations General Assembly; the Economic and Social Council (up till July 1997); the Executive Board of UNESCO; the executive heads of the United Nations and UNESCO (as the two sponsoring organizations); and, finally and more specifically, the UNU Council. The extent to which these oversight machineries have to date functioned successfully or not has implications for UNU's performance record over the years up to now. The issue of UNU's governance thus represents an important entry point for the rest of this review.

A. United Nations General Assembly

18. Having reviewed all General Assembly resolutions on UNU since it was established, the Inspectors note that the Assembly's concerns and directives over the past twenty years have been remarkably consistent and focused on a number of key issues.

19. These are related, inter alia, to: the need for UNU to intensify its cooperation and interaction within the United Nations system (including the research and training institutions as well as ACC) and the broader international academic and scientific community; the need to enhance awareness and visibility of its activities and achievements including wider dissemination of the results of its work; the need to promote its links with and relevance to the Member States; the need to ensure the efficiency, economy, financial transparency and accountability of UNU activities; the need to strengthen the UNU Centre in order to ensure overall coherence and organic integrity of UNU and its activities; and lastly but not least, the concerns about the UNU's financial situation and the need to augment especially its Endowment Fund.

20. The General Assembly's concerns also happen to correspond by and large to the weaknesses identified by the University's own internal assessments, as summarized in paragraph 11 above. Responsibility for assuring the implementation of General Assembly directives devolves, however, to other levels of UNU's governance, which seem to have experienced some difficulty in redressing the problems thus identified by the General Assembly and UNU itself. The Inspectors therefore recommend that the other levels of governance, in particular the UNU Council and the Rector, be required to report periodically on their compliance with United Nations General Assembly resolutions.

B. Economic and Social Council

21. Upon reviewing resolutions on UNU adopted by the Economic and Social Council, the Inspectors noted that ECOSOC simply "took note" of the UNU Council reports in all its resolutions, without any specific guidance to the UNU Council or to the Rector, including their compliance with past Assembly resolutions or coordination of work with the rest of the United Nations system, an area of concern falling more directly under ECOSOC's purview. Furthermore, by its resolution 1997/43 of 22 July 1997, ECOSOC recommended to the General Assembly that, "beginning in 1998", the reports of the UNU Council would be "considered directly by the Second Committee of the General Assembly in accordance with its programme of work".

C. Executive Board of UNESCO

22. The Executive Board of UNESCO considers UNU Council reports periodically. What is noted, in this connection, is that decisions of the Executive Board are basically complimentary about UNU's work. The Executive Board may wish to provide additional substantive inputs or recommendations regarding either the depth and scope of UNU-UNESCO collaboration, or the content and thrust of the University's programmes and activities.

23. It is further observed that the mission entrusted to UNU in its Charter is, in some significant respects, similar to UNESCO's constitutional objectives as can be seen by comparing Article I, paragraph 3 of UNU's Charter with Article I, paragraphs 1 and 2 of UNESCO's Constitution. Emphasis in both cases is on the maintenance of peace and security through collaboration among nations and peoples having different cultures, languages and social systems; the universal respect for human rights; the promotion of science and technology and its application for economic and social change and development; universal human values related to the common welfare of mankind or improvement of the quality of life; etc.

24. Both institutions derive their mandates from the Charter of the United Nations, have basically the same academic and scientific constituencies and partners, and use essentially the same means of action to achieve their goals, such as research, education, training and fellowships programmes or institutional networks and dissemination activities. Thus the potential for UNU-UNESCO programmatic synergies appears almost limitless. While cooperation does exist between the two institutions in a number of programme areas such as higher education, social science and UNITWIN (University Twinning)/UNESCO Chairs Programme[5], it appears that there is room for even

more in-depth UNU-UNESCO collaboration based on long term strategies.

D. Executive heads of the sponsoring organizations

25. Under Articles I (1), IV (1,2,4h) and V(1) of the UNU Charter, the Secretary-General of the United Nations and the Director-General of UNESCO clearly carry important responsibilities, on behalf of the international community, for the efficient functioning of UNU and the achievement of its mission. The two executive heads are not only responsible jointly for appointing Council members and the Rector, but also are represented on the Council as *ex officio* members.

26. The establishment of the Strategic Planning Unit in the Office of the Secretary-General within the context of his reform agenda and the participation of the UNU Rector in the new programme management Executive Committees of the Secretariat, as well as eventually in ACC, will provide opportunities for increased interaction between UNU and the United Nations and help build bridges between UNU's academic community and the United Nations system. It would also be useful for UNESCO to strengthen the UNU focal point facility within its Secretariat to deal in particular with complementary and/or mutually reinforcing programme issues and activities between the two organizations.

E. Council

E.1 Composition

27. Upon review of the backgrounds and occupational areas of Council members appointed in 1985, 1991 and 1997[6], the Inspectors observe that about two-thirds of the members were predominantly academics or heads of academic institutions, while the remainder consisted of persons with careers in government or the diplomatic service, and one or two from the NGO community. For each of the years considered, Council composition included one serving or former Ambassador to the United Nations or UNESCO. Hardly any former United Nations system official, such as executive head, programme manager or director, was appointed to the Council, nor was any private sector executive chosen to serve on the Council.

28. The implication is that, by virtue of its composition, the Council, as a whole, seems to have less than optimal experience, knowledge or insight about the United Nations system, including its intergovernmental and secretariat structures, programmes and operations. The fact that the Secretary-General of the United Nations and the Director-General of UNESCO, as well as the Executive Director of UNITAR, are represented on the Council does not appear to ameliorate the situation fully, considering in particular that successive Rectors to date also have had an essentially academic background.

29. Limited Council familiarity with the United Nations system and its programmes may explain why for years the University has tended to veer more towards the scholarly research community as a goal in itself than towards the priorities and programmes pursued in the United Nations system. Similarly, the Council has tended to be more concerned about asserting UNU's autonomy and academic freedom than about discharging its accountability to the sponsoring organizations, especially to the General Assembly. Indeed, a close look at Council decisions in past years suggests an imperfect correlation between the Council's recurrent concerns and those of the General Assembly, with the latter placing ever more emphasis on linkages between UNU and the United Nations system as well as with Member States, while the Council tended to stress essentially academic concerns.

30. Further, the absence of private-sector executives on the Council may have resulted in its less effective links with national and international end users, including those in the vital areas of applied science and technology. Linkages with and feedback from end users are crucial to the practical relevance of the training, research and academic development endeavours of UNU. Furthermore, private sector experience on the Council could help expand UNU's fund-raising possibilities. The Inspectors therefore recommend that, in addition to appointing Council members who possess scholarly or technocratic expertise through United Nations system experience, due consideration be given as well to appointing to the Council private sector executives who also happen to be thinkers or scholars in their own right, taking into account at the same time the Secretary-General's efforts to establish partnerships between the United Nations and the private business community[7].

31. The ideal would be to have the Council's composition fully reflecting the fundamental function of UNU as a global processor of knowledge and experiences emanating from the world academic community, governmental institutions, the end-users and the United Nations system. The standard-setting and normative roles and programmes of the United Nations system should continually inform and be informed by the first three categories of actors (researchers, governments, and end-users).

32. For this reason, the Inspectors see some merit in the Rector's initiatives to strengthen communication with the Member States. In this connection, the Inspectors note the current practice of appointing some Council members from governmental or diplomatic services in their individual capacity. In this case, however, persons so appointed not only should have the requisite credentials including relevant technocratic experience, but also be in a position to facilitate a more effective interaction between the Member States and UNU. Another option could be to allow interested

government representatives on the Council as observers.

33. The foregoing considerations lead the Inspectors to recommend a tightening of eligibility criteria for Council membership. In so doing, the point of departure should be that UNU is not a conventional University pursuing an essentially conventional academic mission. While UNU itself will continue to remain "an international community of scholars"[8] by virtue of its substantive programmes and networks of research and training institutions, it seems necessary that, in order to maintain the practical relevance of its activities to concrete global problems, its governing body should more fully reflect the diversity of its stake-holders. That in turn should enable the University to develop a programming strategy that is responsive to the real needs and demands of its diversified constituency.

E.2 Number of members

34. Full Council membership at present amounts to 28, comprising the 25 members (including the Rector) and three *ex officio* members: the Secretary-General of the United Nations, the Director-General of UNESCO and the Executive Director of UNITAR.

35. The present number of Council members should be seen in relation to the as many as 70 members on the eight Boards (including the Advisory Committees of the RTPs) of UNU's RTC/Ps as stipulated in their Statutes or Agreements, thus making a total of close to 100 members of UNU's governing structure (see Figure 1, page 3). UNU management points out that a reduction in Council membership not only would require amendment to the UNU Charter, but might also make it difficult to balance the different criteria that come into play in the selection of members.

36. The Inspectors note, however, that the estimated cost of travel of Council/Board members in UNU's 1998-1999 programme budget amounted to US$855,000, representing an increase of US$61,000 over the previous biennium, and not far below the combined travel cost estimates for the entire University staff of $1,361,000 in the current biennium. To ensure a more effective Council, the option should be left open of reducing its current membership, coupled with a reduction in the number of sessional committees of the Council (see paragraph 42).

37. It may also be noted that apart from UNITAR, which is now represented on the UNU Council, other training or research institutes such as UNRISD, UNIDIR, United Nations Staff College, University for Peace, International Institute for Labour Studies (ILO) etc. also have the potential for mutually enriching collaboration with UNU.[9]

E.3 Oversight effectiveness

38. In assessing how effectively the Council has discharged its responsibilities in steering the management and programmes of UNU since its inception over twenty years ago, the major element beyond the direct control of the Council has been the shortfall registered in UNU's Endowment Fund relative to its original projections, and the continuing difficulties experienced in seeking to expand the Fund. A review of the history of Council deliberations reveals its concern about the Fund, a matter which equally preoccupied the General Assembly in practically all of its resolutions on UNU, as noted in paragraph 19. Thus, it would be unfair to suggest the Council's weakness on this count considering that the General Assembly's constant appeals to Member States to contribute to the Fund have gone generally unheeded, except for the substantial additional income that came with the progressive establishment of the RTC/Ps since the mid 1980s. It should be noted, however, that this income did not benefit the University as a whole because the income has been generally earmarked to date for the new centres only.

39. Successive Council deliberations and decisions since 1981 suggest that the Council was less concerned about managerial issues, at least until recently, compared with its coverage of academic issues and that its decisions and concerns tended to be repeated from one session to the next.[10] By the same token, some recommendations made in the first ten-year evaluation of 1987 were repeated by the first Internal Self-Assessment Group (IAG1) of the Council in 1994, while some of the recommendations of the latter Group were also repeated by the second Internal Self-Assessment Group (IAG2) in 1997.

40. The Inspectors therefore recommend that the Council should pay more attention to the effective implementation of its decisions by UNU management and establish a monitoring system, including a time frame, for such implementation. The recently initiated Rector's report each year to the Council on actions taken on Council decisions would facilitate the Council's deliberation on the matter.

E. 4 Council committees

41. The Council's sessions are now organized into four committees: Committee on Institutional and Programmatic Development (CIPD); Committee on Finance and Budget (CFB); Committee on the Report of the Council (CRC); and Committee on Statutes, Rules and Guidelines (CSRG), each with a Chairperson in addition to the plenary meetings, very much like the United Nations General Assembly with its six main Committees and Plenary.

42. The Inspectors understand that the UNU Council has amended its committee structure and the organization of its sessions several times over its history. However, having taken into account the views of persons familiar with Council proceedings, and drawing upon the examples of some Executive Boards within the United Nations system, the Inspectors recommend that consideration be given to further streamlining the Council's working methods, in particular by reducing the number of main committees basically into two: one concerned with UNU's programme aspects, which would include functions covered currently by CSRG as well as by CIPD, while the second committee would assume the work now done by CFB, with emphasis on financial and management issues. Furthermore, in order to facilitate the Council's deliberations, the newly constituted second committee could be assisted by a small advisory group open to interested government representatives and other stake-holders of the University.

E. 5 RTC/Ps Boards

43. Under Article IV, paragraph 4(i) of the UNU Charter, the Council may "create such subsidiary bodies as it deems necessary". The Council has thus established a Board for each of its eight RTC/Ps. As provided for in the RTC/Ps Statutes/Agreements, each Board is entrusted by the Council with the authority and responsibility to govern the RTC/P concerned in accordance with the general principles, policies and criteria formulated by the Council to govern the activities of the University. The functions listed for these subsidiary bodies in the RTC/P Statutes/ Agreements are very similar to those outlined for the Council itself under Article IV, paragraph 4, of the UNU Charter. Most of the Statutes further stipulate that the Board may "establish such subsidiary bodies as it deems necessary", very much like the Council itself. It is understood that the Boards facilitate the review of the programmatic and technical details of the work of their respective RTC/Ps. However, the Boards as constituted now, are seemingly not without some drawbacks for the University as a whole.

44. The first problem is the cost implications mentioned in paragraph 36 above. The second is the potential duplication of reviews of the work programmes, etc., both at the Board and the Council levels. The third drawback is the centrifugal force the Boards tend to represent in the overall governance and management of the University. The fact that the Rector is an *ex officio* member of each Board has not sufficed to date to attenuate the existing situation between the University Centre and some RTC/Ps, even if the Rector apparently believes that an overall strategic management approach may help ameliorate the situation.

45. It is further observed that the Boards are not specifically provided for in the UNU Charter. Article VII concerning the RTC/Ps simply stipulates that each RTC/P "shall be under the authority of a director", and that "the Conference of Directors ... shall be called by the Rector periodically to review and evaluate programmes of research being undertaken...". The Inspectors' interpretation of this provision is that the Conference of Directors ... should be responsible for guiding the work of RTC/Ps at management level while the Council exercises its oversight responsibility for the University as a whole, including the Centres and Programmes. The Inspectors consequently recommend that the size of these Boards should be kept to a minimum and that a possibility of biennial Board meetings should be considered to further reduce institutional costs.

F. The Rector

46. As the chief academic and administrative officer of the University, the Rector is surely the core within UNU's governance and management system. A review of internal documentation and the views gathered by the Inspectors would seem to suggest that professional relations between the Rector and the Council appear to have been an important factor in the evolution of the University. As noted earlier, the Council has, not infrequently, experienced difficulties over the years in having its decisions and review findings implemented by the Rectors and has even expressed dissatisfaction on occasion with the quality of documentation submitted to it. It may be worth noting also that the General Assembly has similarly expressed concern at times about the weak analytical content of the Council's reports. As such, the quality of working relations between the Rector and the Council is crucial to the proper governance of the University.

47. Although the progressive establishment of RTC/Ps from the mid 1980s referred to in paragraph 38 owe a great deal to the previous Rector, the appointment of a new Rector with knowledge and experience regarding UNU's strengths and weaknesses presents a major opportunity for UNU's renewal. As stated earlier (paragraph 13), the Rector has started to make a new imprint on the University by laying out his vision of where UNU should be moving. In his "UNU Self-Assessment (1987-1997)", he states that:

> "the assessment highlights the need for a more strategic vision and direction of the University, including a clearer definition of its mission, goals and objectives. Towards this end, the University has begun to prepare a strategic plan to guide the development and work of the University over the medium term, but also as a first step towards institutionalizing processes of strategic management within the University as a whole. The strategic plan will provide a framework for shaping the University into a more responsive and innovative institution".

48. The self-assessment stresses a number of very useful innovations such as strengthening interaction with the United Nations family, refocusing programmes on two main programme areas (sustainable development, and peace and governance), reinforcing coordination within the UNU system, expanding dissemination of outputs, reviving the network of associated institutions, etc. The Inspectors welcome and echo these new directions, and believe that successful implementation of these innovative and renewal programmes should go a long way in ameliorating UNU's weaknesses and lifting UNU's image and credibility within the international community.

* * *

49. In concluding this chapter of the report, the Inspectors wish to re-emphasise the fundamental importance of UNU's effective governance in view of its implications for redressing some of the deficiencies noted regularly in the General Assembly resolutions as well as in the University's own internal reviews, and for revitalizing UNU for the big challenges ahead. The University needs a streamlined, focused and action-oriented Council whose composition reflects better the diversity of UNU's constituency and stake-holders, and of its major programme priorities, including those of the RTC/Ps.

III. INSTITUTIONAL DEVELOPMENT

50. The University develops and implements its programmes and activities through an institutional system that has been evolving over the years, and currently comprises the following main elements: the University Centre in Tokyo; the Research and Training Centres and Programmes (RTC/Ps) which form an integral part of the UNU system (see Figure 1, page 3); and a variety of institutional and programme networks. These elements are further discussed in the following paragraphs.

A. UNU Centre in Tokyo

51. As stipulated in the UNU Charter, the University Headquarters in Tokyo is supposed to be UNU's core centre, in particular for planning, programming and coordinating the University's activities. More specifically, it is to administer the overall University programme; promote the exchange of scholars and ideas within the world academic community; serve as a depository of information on expertise, including maintenance of an up-to-date roster of qualified scholars from all parts of the world; and maintain close coordination between the activities of the University and those of the United Nations system. The Centre at present consists of the office of the Rector, an Academic Division and an Administrative Management Division.

52. In the first ten years of its operations, virtually all UNU programmes and activities were initiated, coordinated and implemented through the University Centre, with heavy reliance on institutional and programme networks on all the continents. However, as mentioned already (para. 38), the progressive establishment of RTC/Ps from the mid 1980s concomitantly shifted initiatives for some programme operations to those outreach Centres and Programmes. This development, coupled with resource shortages which plagued the Centre in the second half of the 1980s, resulted in the gradual erosion of the Centre's intellectual leadership and strategic management functions. This evolution is illustrated in the fact that the University Centre's share in the budget of UNU academic activities has now dropped to 40 per cent. The share has also dropped to 49 per cent in terms of the number of activities (see Figure 2, page 12).

53. The Centre's weakening intellectual authority and credibility has been a preoccupation of the Council as well, and is also reflected in the latest "UNU Self-Assessment (1987-1997)" which expresses the view that the challenge presented by UNU's decentralized system is that the "centre or core of the network must be academically strong and capable of providing the necessary leadership and direction for the entire system. Presently, the UNU Centre with its diminished staffing and financial resources is inadequate to carry out this role".

54. In the Inspectors' opinion, the University Centre should be strengthened along three lines of action. Firstly, there should be a clearer definition and articulation of the Centre's role both in the light of the UNU Charter provisions and of the decentralized reality represented by the RTC/Ps. While it would be presumed that the strategic plan proposed by the Rector[11] is likely to address the issue of the Centre's distinctive leadership functions within the UNU system, the Inspectors recommend that the University Centre, which is supposed to serve as the intellectual headlight for the entire University, should be strengthened in its role to assure the global and interdisciplinary integration or synthesis of research findings flowing from the different parts of the University, the United Nations system, external research institutes and, to the extent possible, the world academic community at large. That should give substance to the Centre's Charter function of depository of ideas and information accessible in particular to the United Nations system.

55. The second line of action should be the maintenance of an academically superior and thoroughly experienced staff corps capable of managing research work at the highest level of aggregation, producing publications with UNU's "trade-mark" quality and other outputs of unique scholarship in areas of concern to the United Nations community. The type of persons needed for such a role could be sourced not only from within the United Nations system but also from external academic institutions through open competition.

56. The third line of action for strengthening the University Centre's academic leadership should be through an optimal use of the Conference of Directors (CONDIR), a UNU Charter mechanism, as referred to in paragraph 45. It is the opinion of the Inspectors that if the University Center's staff are of the appropriate stature and calibre suggested in the preceding paragraphs, they should suffice as a standing intellectual support facility for the Conference of Directors, enlarged to accommodate selected representatives of networked institutions, and mandated to perform the functions of the programme advisory committees suggested in UNU's Self-Assessment (1987-1997), and of the Academic Board and Dissemination Committee recommended by IAG2. Because it is a UNU Charter institution, the Conference of Directors should be used optimally to reduce UNU's institutional costs as well as overlapping review or programming bodies.

57. With the aforementioned three lines of action in place, the UNU Centre, together with RTC/Ps (see section B below), can aim to serve as a think tank for the United Nations system.

B. Research and Training Centres and Programmes (RTC/Ps)

58. Figure 1 (including its table), page 3, gives an overview of the University's present eight RTC/Ps. Among them, UNU/WIDER, UNU/INTECH, UNU/IIST, UNU/IAS and UNU/INWEH are regarded as generally successful institutions for now. They are, by and large, adequately funded and staffed (accounting for 90 per cent of the staff and 87 per cent of the budgeted expenditures respectively for all the RTC/Ps in the current biennium), and are contributing to raising the visibility and impact of the work of UNU. They also happen to be located mostly in the developed countries, although the activities of some RTC/Ps in the "North", particularly UNU/INWEH and UNU/IIST, are increasingly focused on the needs of the "South".

59. UNU/BIOLAC, whose programme focus is essentially regional, is not (yet) a full-fledged UNU/RTC. It is, however, a fully operational and successful programme whose potential could be further developed into a global research and training facility. Among the remaining two RTC/Ps, UNU/ILA[12] is still limited in its programme activities and UNU/INRA[13] was hardly even known in the governmental and United Nations system circles until at least 1996, in spite of its existence as a UNU institute for some time. Both institutes are under-funded and under-staffed, accounting in the current biennium for only 10 per cent of the combined financial and human resources of UNU's institutes. The present precarious situation of UNU/INRA and UNU/ILA does not seem to serve the overall credibility of UNU, especially in the light of the University's institution and capacity-building mandate.

60. One main reason for the uneven institutional development of UNU's outreach Centres and Programmes is financial, with heavy reliance for funding on the countries hosting the RTC/Ps. The UNU system is funded mainly from three sources: Endowment Fund, operating contributions, and specific programme contributions. The most stable source of income is the Endowment Fund. At present, however, contributions to this Fund are generally earmarked by donors for a particular RTC/P within their territory (see para. 38). As such, the core budget of each RTC/P supported by the Fund is calculated on the basis of the interest income earned on contributions made to the Fund for each RTC/P concerned. Thus the viability of the RTC/Ps becomes dependent on the willingness and ability of host governments to provide funding, unless some measures are taken to cope with the situation[14].

61. This method of funding the RTC/Ps, which does not seem to be in conformity with Article II, paragraph 1 of the UNU Charter, has been viewed with dissatisfaction by both the Council and UNU management. For example, the Council's 1994 Internal Assessment Group report (IAG1) stated: "There is considerable concern on the anomalies created on the 'endowment-based' approach. Centres have been established in countries where resources have been available. This strategy favours the richer countries in detriment to developing countries. In consequence, capacity-building in developing countries is inhibited. The second disadvantage in this approach is that of possible bias in selection of themes for RTC/Ps". This concern has also been echoed in the UNU Self-Assessment (1987-1997) report.

62. In view of the foregoing, the Inspectors recommend the following measures. Firstly, consideration should be given to establishing UNU/BIOLAC as a full-fledged UNU/RTC pending mobilization of additional resources, thereby ensuring that UNU has at least one RTC on each continent. Secondly, subject to the above, less emphasis should be placed, for the time being, on the establishment or incorporation of new RTC/Ps. Thirdly, necessary measures should be taken to build the capacities and programmes of existing RTC/Ps in the developing countries to the level of those in the developed countries. To that end, consideration could ideally be given to the possibility of managing the Endowment Fund as a common pool of resources to be allocated in accordance with priority needs for institutional and programme development of the UNU system as a whole. If that can be achieved, it would surely facilitate the creation of an ethos of solidarity as well as institutional cohesion within the UNU system. The current system of de facto autonomous budgets and autonomous Boards for the RTC/Ps tends to create disparities and tensions within the UNU system.

C. Networks

63. Institutional and programme networking represents another UNU instrument for programme development and implementation, and for the dissemination of research outputs. As earlier noted, the University relied essentially on the networking strategy until the progressive establishment of its own RTC/Ps from the mid 1980s onwards. Figures 3 and 4 (page 12) show the extent of programme networks (collaborating scholars and institutional networks respectively) during the ten-year period 1987-1997. However, the Inspectors could not ascertain the level of dynamic academic interactions within these networks, especially for the benefit of the developing countries as enjoined in the UNU Charter. What appears certain is that some networks are more advanced or active than others.

64. Furthermore, cooperation within the networks is governed by no less than six different types of modus operandi , which are listed below together with the number of each type in force at the time of preparation of this report:

• Associated Institution Agreement	3
• General Agreement of Cooperation	25
• Agreement of Cooperation	11
• Memorandum of Understanding	15
• Agreement	5
• Exchange of Letters	2

65. Although this diversity of cooperative instruments affords some flexibility to UNU in its interactions with the network institutions which may have different needs and capacities for collaboration, the Inspectors also see advantage in standardizing them, as needed, to ensure consistent quality norms and approaches to network building in the most effective manner.

66. It is further observed that the RTC/Ps are developing the individual networks they consider better suited to their programme areas and requirements. Some of the networks, such as those being forged by UNU/WIDER and UNU/INWEH,[15] seem to represent a new approach. In any event, networking should not be pursued for its own sake, but should be pursued with clear objectives, including capacity-building. In this connection, the proper place to start is within the UNU system itself. Successful inter-Centre/Programme networking among the different parts of the University should provide a solid, cohesive foundation for UNU's integrated approaches to building academic capacities, in particular in the developing countries, through dynamic interactive networks.

67. Finally, it was not possible to assess how UNU's networks lock in with other relevant global and regional programme networks of United Nations system organizations. Collaboration within networks requires programmatic partnerships as well as resources necessary to make such partnerships truly meaningful and mutually beneficial. Only in a very few programme areas, such as environment, and peace and governance, has the University deliberately engaged thus far in joint in-depth programming exercises with other organizations within the United Nations system.

Figure 2: Academic activities and their distribution between UNUHQ and RTC/Ps

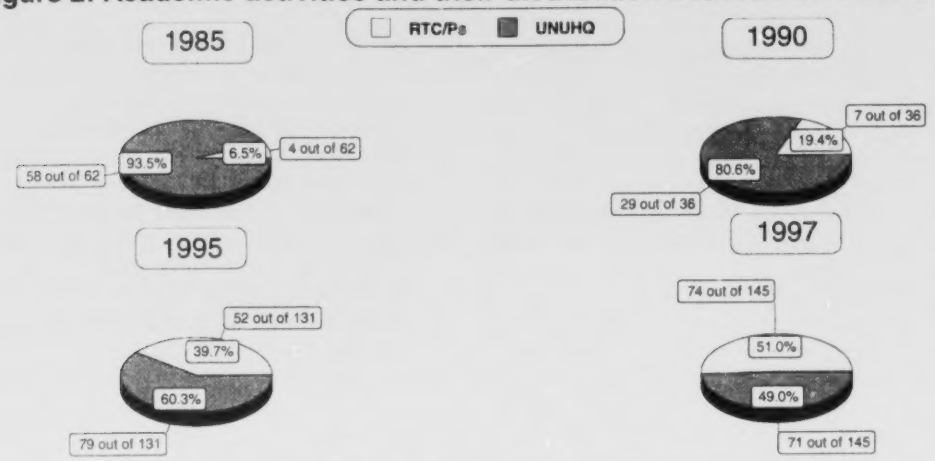


Figure 3: UNU collaborating scholars: (1987-1997)
Number of scholars and distribution by region

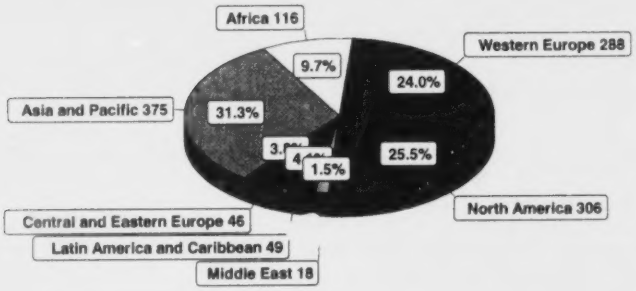
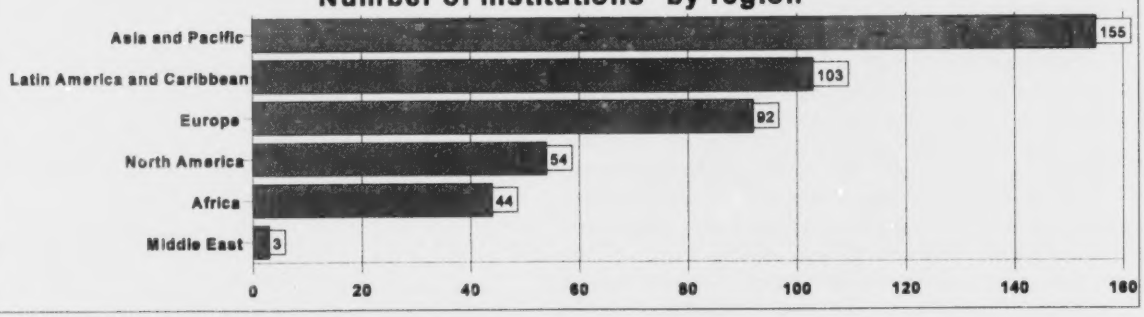


Figure 4: UNU collaborating institutions: 1987-1997
Number of institutions* by region



* An institution collaborating with UNU under several agreements and mentioned several times in the UNU listing is counted as one institution only.

IV. PROGRAMME PLANNING AND IMPLEMENTATION

A. Principles and policies

68. Probably because of the very broad scope of UNU's concerns as indicated in its Charter, the achievement of a coherent programmatic framework has always been a challenge for UNU's Council and academic management. In 1990, the Council approved a set of "principles and policies for programme planning, implementation and evaluation". Some of the programme planning principles stated in the document are the following:

- Excellence: The highest academic standards shall be the aim of all University activities;
- Relevance: Programmes shall respond to the aspirations and vital needs of people throughout the world;
- Vision: Visionary and anticipatory thinking is essential for a timely and enlightened identification of problems and issues;
- Priority: The University shall help solve the most urgent problems, as perceived by the United Nations system and the international community of scholars and scientists, specifically in areas where the University can make a distinctive contribution;
- Holistic approaches: These are fundamental to the interdisciplinary method of UNU's work and its research, training and dissemination shall be carried out in an inter-related, mutually reinforcing manner.

69. The principles and policies further define UNU's operational principles, such as the participation of scholars and scientists from all parts of the world; networking arrangements; and the drive for coherence, competence and impact. It is also specified that UNU shall, in the planning and development of its programmes, "solicit as broad a range of views as possible, representing various regions, cultural traditions and schools of thought, and consult individual specialists, including young scholars and scientists, and researchers from developing countries, universities and other research and training institutions, the organizations of the United Nations system", etc.

70. As such, UNU's principles and policies for programme planning, implementation and evaluation appear headed in the right direction. The problem, however, is their consistent and effective application to guide all of the University's programmes and projects, particularly in the light of UNU's increasingly polycentric programming universe that followed the progressive establishment of RTC/Ps. As already noted, not only do the RTC/Ps have a large degree of autonomy in developing programmes and setting priorities, but also the gradual decline of the academic leadership role of the University Centre has made it difficult to evolve a strategic direction in programmatic matters and, by the same token, to enforce University-wide common principles and policies for programme planning and implementation.

71. In any event, the Inspectors believe that existing programme principles and policies constitute only the first building block of work in progress, and additional steps are required: Firstly, the policy framework should contain more specifics and less generalities which can hardly be measured. For example, definitions of excellence, relevance, vision, priority, etc., as provided in paragraph 68 above, could be further elaborated in more specific terminology to reflect UNU's distinctive and objective capacities to achieve stated programme objectives. Secondly, the procedures for programmatic partnerships within the UNU system, as well as within and outside the United Nations system, should be more thoroughly elaborated, particularly as the principles and policies had been adopted when only one RTC was in existence. Thirdly, the requirement for a more detailed programme structure should be stipulated, including especially sub-programme elements and their measurable outputs.

72. Additionally, to assure that programmes and projects are not purely supply-driven but have coherent objectives to respond to real needs, demands and priorities of stakeholder groups within the University's constituency, especially the United Nations community, the policy framework should also include the requirement and define the procedures for a prior assessment of the needs and priorities for the University's programmes, sub-programmes and projects before they can be approved. Finally, the policy framework (including the "strategic plan" under preparation) (see para. 47), together with other programme statutes, should be made into a programme policies and procedures manual to guide the University's overall programme development and management.

B. Academic Activities

B.1 Overview

73. UNU's academic activities consist mainly of research, training and fellowships including capacity-building and dissemination. A salient feature of UNU's programme activities since its

inception has been their extreme scope both in the number and breadth of subjects pursued. The 1987 ten-year evaluation report had already noted the need to concentrate UNU's focus on fewer programme areas, while the 1994 Internal Assessment Group report still observed the continuing runaway growth of academic pursuits. The UNU listing of about 145 academic activities for 1997 (see Figure 2, page 12) shows no let-up in the general pattern of ever-widening academic concerns. One main reason for the expanding scope of UNU's programme activities has to do with the increasingly creative vigour of some of its RTC/Ps.

74. A preliminary assessment would suggest that in-depth treatment of research topics and the quest for scholarship excellence and impact are probably sacrificed due to the sheer quantity of topics embraced, especially when viewed against UNU's limited financial and human resources. Another preliminary conclusion is the absence of a logical system or sequence of academic priorities pursued by the University. Although the Inspectors understand that the breadth of academic activities can now be placed under the umbrella of the two main programme areas as mentioned before (see para. 48), they believe that what matters above all is a definition of strategic priorities which the University can realistically pursue singly or in partnership with its available resources. It is, therefore, hoped that the development of a University-wide system of priorities for programme activities will be given due emphasis in the strategic plan proposed by the Rector.

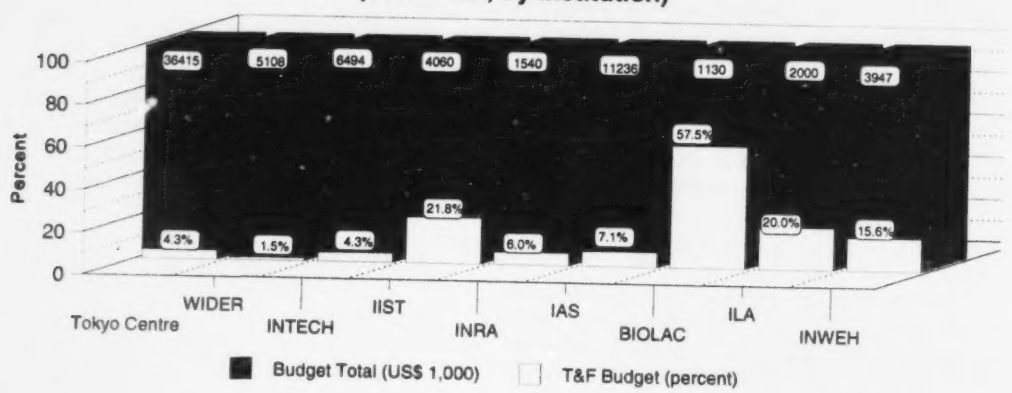
B.2 Capacity-building

75. According to its statistics, UNU has organized, as part of capacity-building, training and fellowship programmes for over 1,596 fellows since 1976, with an average of 100 trained each year. In addition, hundreds of individuals receive short-term training through the University's major academic activities such as seminars, workshops and project-specific scientific meetings, through which UNU also seeks essentially to build the capacities of academic institutions particularly in the developing countries.

76. The relative importance of training and fellowships in UNU's programme budget for 1998-1999 is illustrated in Figure 5 below. The Inspectors see the need for more resources to be devoted to these activities in view of the importance in the UNU Charter and UNU's distinctive mandate within the United Nations system for knowledge creation, integration and dissemination. In order to release more resources for such activities, UNU may have to reduce overall meeting costs by making more use of electronic communications as well as of video-conferencing.

77. Some important elements have been noted in the training activities of some of the UNU institutions: Firstly, UNU/IIST, for instance, places emphasis on curriculum development in software technology for the benefit of institutions and scientists in the developing countries. Curriculum development, including education, training and research methodologies, represents an area of capacity-building where perhaps only UNU and UNESCO within the entire United Nations system have an explicit mandate and hopefully the requisite expertise. As such, UNU, in collaboration with UNESCO, could very well elect the development of curricula, research and training methodologies in developing country institutions as its "flagship" capacity-building function in the future. Education/training courses and materials in environmental sciences, peace and governance,

Figure 5: Training and Fellowships (T&F) allocations in the budget of UNU (1998-1999, by institution)



democracy and human rights, etc. would need to be developed and disseminated more widely in many parts of the world in response to these global priorities.

78. Secondly, UNU/INWEH's training activities thus far suggest the possibility of expanding cooperation with the private sector to achieve UNU's capacity-building objective in a cost-effective manner. As reported in UNU's 1997 Annual Report, UNU/INWEH "has organized a consortium of universities, government laboratories and private enterprises to develop and deliver a comprehensive training programme in analytical water chemistry" and a "tentative agreement appears to have been reached with Hewlett Packard Corporation, a major analytical equipment manufacturer, to join the consortium. Hewlett Packard will participate in curriculum development, assist partner institutions in acquiring instrumentation for training laboratories and direct and fund clients from developing countries to take the training programme". These initiatives by UNU/INWEH would represent a promising innovation in the leveraging of the UNU's limited resources to achieve high-profile objectives and real impact in capacity-building. The Inspectors, therefore, recommend that on-going initiatives and programmes by UNU/IIST and UNU/INWEH in curriculum development and cooperation with the private sector for capacity-building purposes should be emulated progressively by other parts of the University.

B.3 Dissemination

79. Training and fellowships together with curriculum development can be considered one method used by UNU to disseminate knowledge. Another method is publications which in principle, should reflect the academic vigour and depth of the University's activities and promote its visibility. Besides its journals, working papers etc., UNU publishes a long list of books every year.[16] The Inspectors do not consider it necessary to repeat the recommendations contained in a recent JIU report entitled "United Nations publications: enhancing cost-effectiveness in implementing legislative mandates" (JIU/REP/97/2).[17] The substance and recommendations of this report also apply to UNU. More effective use of the Internet and other emerging information and communications technologies will also assist the University in strengthening its dissemination function.

80. The Inspectors would, however, specifically recommend to UNU to develop a unified publications policy and programme for the University as a whole, including common sales and distribution policy.

81. Additionally, dissemination activities should be targeted more deliberately to intergovernmental policy processes of United Nations system organizations. The possibility should be considered of making the University's research outputs, where relevant or appropriate, part of the official documentation submitted to the legislative bodies (including the United Nations General Assembly) for their deliberations. Furthermore, increasing collaboration between some of the RTC/Ps, such as UNU/WIDER, UNU/INTECH and UNU/INWEH, and organizations of the United Nations system, including the World Bank, constitute one other way of enhancing the University's visibility and its contribution to the policy processes of the multilateral system.

B.4 Coordination

82. The challenge of coordinating UNU's increasingly decentralized system of operations has been noted in its own internal reviews of the past decade as well as in General Assembly resolutions. As mentioned in previous paragraphs, the University Centre's coordinating capabilities have gradually declined as a result of limited resources and of de facto budgetary independence of the RTC/Ps, supported mainly by their host countries rather than by the University Centre. Effective programme coordination is facilitated by command over programme resources, a fact also recognized, for example, with respect to the United Nations Resident Coordinator system at the country level. The implication is that the central management of the University's total resources is critically interwoven with the question of how to develop a coherent programme direction and system of priorities for the entire UNU system.

83. The Inspectors' exchange of views with the Directors of RTC/Ps suggest that the latter are all in favour of enhanced cohesion within the UNU system as a matter of principle. Their general view, however, is that for coordination to succeed, it should be a patient exercise in partnership, information sharing and democratic decision-making. It is for this reason that the Inspectors believe the Conference of Directors should be strengthened and used optimally to evolve integrated processes of programme development, management and implementation (see paragraph 56).

84. Further still, it may also be worth pursuing coordination as a shared endeavour amongst UNU entities on the basis of their institutional specialization. That way each entity would serve as lead-centre for coordination in a programme area of its specialization, and the University Centre would remain responsible for providing overall strategic direction to the entire UNU system.

85. Another pertinent issue here is at what desirable level academic coordination should be

pursued by the University. Currently, UNU activities cover programmes and projects at national, regional and global levels. However, in view of its resource constraints, UNU should strive for working more effectively with other institutional partners within and outside the United Nations system at the country and regional levels, including regional economic commissions as appropriate, so that the University could focus its own resources on activities with a global and interdisciplinary dimension. For that to be possible and fruitful, UNU needs to have in-depth knowledge of the programme operations and expertise of its potential partners.

86. Finally, the efforts to streamline the administrative structure of UNU/IAS in relation to the UNU Centre should be intensified by making best use of the physical proximity of UNU/IAS to the University Centre, in addition to an enhanced coordination on programme activities.

B. 5 Quality assurance mechanisms

87. The Inspectors welcome the emphasis given to academic quality control in the University's latest self-assessment (1987-1997), which recognized that "no systematic project selection mechanism has been established at the UNU Centre", and that despite past efforts to establish a "Project Information Monitoring System" (PIMS), effective results have yet to materialize. The Inspectors believe that implementation of the corrective measures proposed in the self-assessment document would help provide the University with a reliable quality assurance system. They would add that the possibility be explored of establishing an internal evaluation and monitoring system as recommended by the JIU in its 1981 report on UNU[18].

V. FINANCING AND MANAGEMENT

A. Financing

88. The significant shortfall of contributions to the Endowment Fund in relation to the original target of US$ 500 million (actual contributions to the Fund stood around US$ 220 million at the end of December 1997. For details, see Annex 2) may have had a durable mixed effect on its institutional and programmatic evolution. As noted repeatedly, the establishment of RTC/Ps could be considered an expedient if not opportunistic drive to attract contributions to the Endowment Fund from governments hosting the entities concerned. While the expected contributions did materialize, they were earmarked for some of the new RTC/Ps in the developed countries and did not improve the financial situation of either the University Centre or that of the RTC/Ps in the developing countries. This fact accounts for the current imbalances in the capacities of different parts of the UNU system.

89. In redressing these imbalances, a priority course of action, first proposed in the 1987 ten-year evaluation report, would be to explore with potential donor governments the possibility of "linked" funding of UNU entities in the developed and developing countries. By this approach, a fixed percentage of contributions (Endowment Fund, operating contributions or special programme contributions) made to a UNU entity in the developed country would be assigned to another UNU entity in the developing countries. Another option would be to invite the Secretary-General, in pursuance of Article II paragraph 1 of UNU Charter and with the assistance of the Rector, to initiate consultations with governments hosting UNU entities with a view to securing their agreement in principle to the delinking of contributions to the Endowment Fund so that the income therefrom can be managed centrally for the entire University.

90. Furthermore, close cooperation with the private sector in areas where there is a felt demand for UNU's outputs could also stimulate resource mobilization, as exemplified by UNU/IIST and UNU/INWEH (see para. 78). The patenting of UNU's research outputs could do likewise. More fundamental still to UNU's ability to raise funds will have to be the unique quality and astute targeting of its programmes and projects as already recognized by its management. To some extent, that is already being done by some RTC/Ps, although extreme caution would be in order not to erode the University's academic autonomy and integrity in balancing the supply and demand equation. The major contribution made last year to the United Nations Fund for International Partnership[19] could be another potential source of support for UNU, provided such support can be earned by way of convincing project proposals. Finally, the United Nations General Assembly may wish to consider the possibility of adding the UNU to the list of organizations eligible for participation in the annually held United Nations Pledging Conference.

B. Administrative management

91. UNU's self-assessment (1987-1997) has pretty well captured some of the basic weaknesses of the University in this area, such as the absence of a

codified system of administrative rules and procedures, frequent turnover of administrative personnel, lack of a University-wide common accounting system, inconsistent personnel policies, computerization difficulties, etc. Such a candid recognition of UNU's administrative deficiencies is commendable. The Inspectors encourage expeditious application of remedial actions proposed by the Rector.

92. In this connection, it is noted that administrative expenses (as opposed to programme expenses) of the University have shown a slight relative decline overall, from 30 per cent in the previous biennium to 28 per cent in the current biennium (1998-1999)[20]. This overall improvement however masks wide variations among the different UNU entities as shown in the tabulation below. UNU should pursue present improvement trends in the control of administrative expenditures.

93. Further, it is recommended that the administrative support unit of UNU/IAS be merged with the Administrative Management Division of the University Centre, along the line as suggested in paragraph 86. Finally, the United Nations Secretary-General, in keeping with his drive to achieve common premises and services for the United Nations system organizations at the different duty stations, should enable the United Nations organizations and entities based in Tokyo to relocate to UNU's premises where applicable, and to develop common services and facilities within the University building.

Estimated administrative expenses as percentage of the budgets (1998-1999, by institution)

Institutions	Per cent
UNUHQ	35.6
INTECH	23.2
IIST	22.4
ILA	22.2
WIDER	21.6
IAS	13.8
INRA	10.5
BIOLAC	10.0
INWEH	5.7

NOTES

1. UNU Charter, Article I, paragraph 2.

2. Report of the Secretary-General entitled "Renewing the United Nations : A Programme for Reform", A/51/950 of 14 July 1997, paragraph 267.

3. The current practice is that "UNU be invited to be represented in the consultative and inter-agency committees comprising the subsidiary machinery of ACC. As far as ACC itself was concerned, arrangements would be made to inform UNU of the ACC work programme so as to enable UNU to indicate whether the agenda of any given session included an item to which UNU, in view of the research and related activities it had conducted, would have an especially important contribution to make". (ACC/1996/20 of 3 December 1996, paragraph 62).

4. UNU's evaluations and self-assessments of its work include in particular the following: Ten-year evaluation report on the United Nations University of 12 June 1987; Report of the Internal Self-Assessment Group of the Council (IAG1) of 26 November 1994, Report of the Internal Assessment Group of the Council (IAG2) of 30 November 1997, and UNU Self-Assessment (1987-1997) report of 16 March 1998. UNU has also conducted external peer reviews of three of its RTCs (WIDER, INTECH and IIST) after their first five years of operation.

5. This Programme "aims at optimizing the contribution of high-level academic research and training to seeking the solution of development problems. In this endeavour, excellent support has been provided by UNU's special expertise in interdisciplinary research and training. The protocol signed in February 1994 for this collaboration has ensured that all projects launched under the auspices of the UNITWIN/UNESCO Chairs Programme have benefited from access to UNU experience in related fields of study." (UNESCO Executive Board, 154 EX/52 of 6 May 1998).

6. It is to be noted that the term of office of Council members is six years.

7. Report of the Secretary-General, op. cit., paragraphs 59-60.

8. UNU Charter, Article I, paragraph 1.

9. JIU prepared another report entitled "Training institutions in the United Nations system" (JIU/REP/97/6), which focuses on cooperation and coordination among the training institutions, in particular between UNU, UNITAR and the Staff College.

10. This has been especially so in connection with UNU/INRA; the Council's repeated directives that this institute be enabled to commence operations without delay were hardly followed up with effective action.

11. The Inspectors generally support the range of corrective measures proposed in the Self-Assessment report, including especially the preparation of a University-wide strategic plan. The Inspectors would, however, caution against the creation of overlapping advisory panels or committees such as recommended by the Council's 1997 Internal Assessment Group report (IAG2), not least because of the cost implications.

12. UNU/ILA has a rather vague mandate which may need to be made more specific. Furthermore, a JIU mission to the ILA in November 1997 found that its financial and administrative practices needed to be improved in line with UN regulations and rules.

13. UNU/INRA was established by the UNU Council in 1986, based on a tri-partite memorandum of understanding between the Organization for African Unity (OAU), the Economic Commission for Africa and the UNU. However, an agreement on permanent home (Ghana) came into force only in 1993. It includes a mineral resources unit attached to and managed by the School of Mines of the University of Zambia.

14. These measures could include an option of contributions by non-host governments earmarked for RTC/Ps in the "South" (see para. 89), in addition to managing the Endowment Fund as a common pool of resources as suggested in para. 62.

15. It is noted that: "Exploring new ways of institutional development to help the UNU reach out in particular to developing countries might include the establishment of international cooperating offices (ICOs) such as those being pursued with UNU/INWEH". (UNU Self-Assessment: 1987-1997 report, op. cit., page 19).

16. In 1996, for instance, 16 books were published by UNU Press, and in 1997, 18 books were produced by the UNU as a whole, of which 9 books were published by WIDER, IAS and INTECH using outside publishers.

17. United Nations General Assembly document, A/51/946 dated 11 August 1997.

18. Report on the United Nations University (JIU/REP/81/12).

19. Refers to contributions by Mr. Ted Turner.

20. Academic programme and budget of the United Nations University for the biennium 1998-1999 (UNU/C/44/L.4/Rev.1).

ANNEX 1

Members of the UNU Council

*Appointed Members**

- **Dr. Yoginder K. ALAGH***** (India)
  Economist; former Minister of State for Science and Technology and Power, Government of India; former Vice Chancellor of Jawaharlal Nehru University

- **Professor Faizah M. AL-KHARAFI***** (Kuwait)
  President, Kuwait University

- **Dr. Carlos Tunnermann BERNHEIM***** (Nicaragua)
  Doctor in Law; Special Adviser to the Director-General of UNESCO for Latin America and the Caribbean

- **Dr. Josep M. BRICALL***** (Spain)
  Doctor in Law and Economics; President, Conference of European Rectors, Geneva, Switzerland; former Rector, Universidad de Barcelona, Spain

- **Professor José Joaquín BRUNNER RIED**** (Chile)
  Minister, Ministry of the Secretary-General, Government of Chile

- **Professor Ana Maria CETTO***** (Mexico)
  Physicist; Vice-President, Committee on Science and Technology in Developing Countries, International Council of Scientific Union; Research Professor, Institute of Physics, National University of Mexico

- **Professor Paolo COSTA**** (Italy)
  Minister of Public Works, Ministry of Public Works, Government of Italy; former Rector and Professor of Regional Economics, University Ca' Foscari of Venice

- **Professor Elizabeth J. CROLL***** (United Kingdom)
  Historian; Head, Department of Development Studies and Professor, Chinese Anthropology, School of Oriental and African Studies, University of London

- **Dr. Donald EKONG**** (Nigeria)
  Scholar-in-Residence, The Ford Foundation, Johannesburg, South Africa; former Secretary-General, Association of African Universities, Accra, Ghana; former Vice-Chancellor, Port Harcourt University, Nigeria

- **Dr. Salim EL-HOSS**** (Lebanon)
  American University of Beirut, Lebanon; former Prime Minister of Lebanon and former Minister of Education, Government of Lebanon

- **Dr. Donald GERTH***** (United States)
  Doctor in Political Science; President, California State University, Sacramento, USA; President, International Association of University Presidents

- **Professor Genady Nikolaevich GOLUBEV**** (Russian Federation)
  Head, Department of World Physical Geography and Geoecology, Moscow State University, Russian Federation; former Assistant Secretary-General of the United Nations and Assistant Executive Director of the United Nations Environment Programme

- **Professor Françoise HERITIER-AUGE**** (France)
  Director, Laboratoire d'Anthropologie Sociale, Ecole des Hautes Etudes en Science Sociales, Collège de France

- **Professor Risto IHAMUOTILA**** (Finland)
  Chancellor and former Rector, University of Helsinki; Vice-Chairman, Finnish Council of University Rectors, Finland

- **Professor Aleksandra KORNHAUSER***** (Slovenia)
  Director of the International Centre for Chemical Studies, Unviersity of Ljubljana

- **Ms. Graça MACHEL**** (Mozambique)
  President, Foundation for Community Development, Republic of Mozambique; Chairperson, National Organization of Children of Mozambique; former Minister of Education and Culture,Government of Mozambique

- **Ms. Valeria MERINO-DIRANI**** (Ecuador)
  Executive Director, Corporacion Latinoamericana para el Desarrollo, Republic of Ecuador

- **Professor Ingrid MOSES**** (Australia)
  Vice-Chancellor, University of New England, Australia; former Vice-Chancellor, University of Canberra

- **Professor Ahmadou Lamine N'DIAYE***** (Senegal)
  Doctor in Veterinarian Medicine; Rector at the Université Gaston-Berger

- **Professor Lin QUAN***** (China)
  Physicist; Secretary-General of the State Science and Technology Commission

- **Dr. Jairam REDDY***** (South Africa)
  Dentist; Independent Consultant in Higher Education; former Vice-Chancellor, University of Durban Westuille; former Chair, National Commission on Higher Education, South Africa

- **Professor Wichit SRISA-AN***** (Thailand)
  Rector of Suranaree University of Technology

- **Professor Françoise THYS-CLEMENT***** (Belgium)
  Economist; Pro-Rector, Université Libre de Bruxelles, Belgium

- **Ambassador Chusei YAMADA***** (Japan)
  Professor of International Law, Waseda University, Tokyo

Rector

- **Prof. Dr. J.A. van GINKEL** (Netherlands)

Ex-Officio Members

- **Mr. Kofi ANNAN** (Ghana)
  Secretary-General, United Nations

- **Mr. Federico MAYOR** (Spain)
  Director-General, UNESCO

- **Mr. Marcel BOISARD** (Switzerland)
  Executive Director, UNITAR

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* As stipulated in the UNU charter, Article IV 3, the term of office shall be six years.
** Appointed for the term of 3 May 1995 - 2 May 2001.
*** Appointed for the term of 3 May 1998 - 2 May 2004.

ANNEX 2

SUMMARY OF ENDOWMENT FUND, OPERATING AND SPECIFIC PROGRAMME CONTRIBUTIONS
(Cumulative amount as of 31 December 1997)
(US$)

GOVERNMENTS	Endowment Fund		Operating Contributions		Specific Programme Contributions		Total	
	Pledge	Payment	Pledge	Payment	Pledge	Payment	Pledge	Payment
1. Argentina	5,000	5,000	0	0	0	0	5,000	5,000
2. Austria	2,397,969	2,397,969	0	0	69,600	69,600	2,467,569	2,467,569
3. Barbados	0	0	5,000	5,000	0	0	5,000	5,000
4. Brazil	100,000	100,000	800,000	799,908	0	0	900,000	899,908
5. Canada	0	0	3,131,387	854,068	242,281	230,533	3,373,668	1,084,601
6. Chile	10,000	10,000	0	0	0	0	10,000	10,000
7. China, People's Republic of	5,100,000	5,100,000	50,000	50,000	0	0	5,150,000	5,150,000
8. Colombia	22,692	22,692	0	0	0	0	22,692	22,692
9. Cyprus	2,590	2,590	0	0	0	0	2,590	2,590
10. Denmark	0	0	0	0	200,000	200,000	200,000	200,000
11. Egypt	10,000	10,000	250,000	250,000	0	0	260,000	260,000
12. Ethiopia	0	0	2,000	2,000	0	0	2,000	2,000
13. Finland	25,024,194	25,024,194	5,331,391	5,331,391	4,913,126	4,913,126	35,268,711	35,268,711
14. France	0	0	3,820,374	808,326	0	0	3,820,374	808,326
15. Germany	3,556,047	3,556,047	0	0	0	0	3,556,047	3,556,047
16. Ghana	7,250,000	3,500,000	44,330	44,330	0	0	7,294,330	3,544,330
17. Greece	0	0	734,000	734,000	0	0	734,000	734,000
18. Holy See	50,000	50,000	0	0	0	0	50,000	50,000
19. Iceland	0	0	0	0	46,000	46,000	46,000	46,000
20. India	1,750,000	1,425,000	0	0	0	0	1,750,000	1,425,000
21. Indonesia	0	0	10,000	10,000	0	0	10,000	10,000
22. Ireland	266,361	266,361	0	0	1,043,245	1,043,245	1,309,606	1,309,606
23. Italy	0	0	0	0	3,946,689	3,946,689	3,946,689	3,946,689
24. Japan	100,000,000	100,000,000	38,075,428	38,075,428	2,551,781	2,551,781	140,627,209	140,627,209
25. Jordan	30,000	30,000	1,213,080	1,213,080	0	0	1,243,080	1,243,080
26. Korea, Republic of	0	0	0	0	50,000	50,000	50,000	50,000
27. Libyan Arab Jamahiriya	150,000	150,000	0	0	0	0	150,000	150,000
28. Macau	20,000,000	19,996,883	436,845	436,845	150,000	150,000	20,586,845	20,583,728

SUMMARY OF ENDOWMENT FUND, OPERATING AND SPECIFIC PROGRAMME CONTRIBUTIONS (continued)
(Cumulative amount as of 31 December 1997) (US$)

GOVERNMENTS	Endowment Fund		Operating Contributions		Specific Programme Contributions		Total	
	Pledge	Payment	Pledge	Payment	Pledge	Payment	Pledge	Payment
29. Malaysia	20,000	20,000	0	0	0	0	20,000	20,000
30. Mexico	509,189	509,189	11,948	11,948	0	0	521,137	521,137
31. Netherlands	16,146,215	16,146,215	6,769,436	5,552,189	1,265,543	1,238,097	24,181,193	22,936,501
32. New Zealand	0	0	0	0	20,115	20,115	20,115	20,115
33. Nigeria	135,162	135,162	103,066	103,066	0	0	238,228	238,228
34. Norway	369,269	369,269	1,324,713	1,324,713	170,851	170,851	1,864,833	1,864,833
35. Peru	0	0	10,000	10,000	0	0	10,000	10,000
36. Philippines	50,000	50,000	3,584	3,584	0	0	53,584	53,584
37. Portugal	5,000,000	5,000,000	0	0	0	0	5,000,000	5,000,000
38. Saudi Arabia	5,000,000	5,000,000	0	0	0	0	5,000,000	5,000,000
39. Senegal	226,193	226,193	46,092	46,092	0	0	272,285	272,285
40. Spain	95,497	95,497	472,321	472,321	0	0	567,818	567,818
41. Sri Lanka	0	0	30,000	30,000	0	0	30,000	30,000
42. Sweden	2,463,374	2,463,374	1,104,217	1,104,217	2,033,664	2,001,491	5,601,255	5,569,082
43. Switzerland	0	0	0	0	497,440	497,440	497,440	497,440
44. Tanzania	100,000	80,000	0	0	0	0	100,000	80,000
45. Thailand	500,000	500,000	0	0	0	0	500,000	500,000
46. Trinidad and Tobago	79,749	79,749	0	0	0	0	79,749	79,749
47. Tunisia	47,166	47,166	0	0	0	0	47,166	47,166
48. United Arab Emirates	300,000	300,000	0	0	0	0	300,000	300,000
49. United Kingdom	9,483,449	9,483,449	0	0	0	0	9,483,449	9,483,449
50. United States of America	0	0	0	0	80,000	47,450	80,000	47,450
51. Uruguay	2,500	2,500	0	0	0	0	2,500	2,500
52. Venezuela	10,000,000	6,996,512	0	0	0	0	10,000,000	6,996,512
53. Zaire	100,000	100,000	0	0	0	0	100,000	100,00
54. Zambia	2,008,400	1,249,787	0	0	0	0	2,008,400	1,249,787
TOTAL (Governments) (I)	218,361,016	210,500,798	63,779,211	57,272,506	17,280,335	17,176,418	299,420,562	284,949,722

SUMMARY OF ENDOWMENT FUND, OPERATING AND SPECIFIC PROGRAMME CONTRIBUTIONS (continued)
(Cumulative amount as of 31 December 1997)
(US$)

OTHER SOURCES	Endowment Fund		Operating contributions		Specific Programmes Contributions		Total	
	Pledge	Payment	Pledge	Payment	Pledge	Payment	Pledge	Payment
Contributions over US$ 100,000								
1. Arab Fund for Economic and Social Development					230,000	230,000	230,000	230,000
2. Arab Gulf Programme for United Nations Development Organizations (AGFUND)					219,000	219,000	219,000	219,000
3. ASCII Corporation (Japan)					10,251,794	2,212,592	10,251,794	2,212,592
4. Asian-Pacific Center, Fukuoka (Japan)					314,609	314,609	314,609	314,609
5. Ebara Corporation (Japan)					393,580	393,580	393,580	393,580
6. European Commission					1,092,448	639,866	1,092,448	639,866
7. Environment Information Center (Japan)					119,502	119,502	119,502	119,502
8. Finnish National Fund for Research and Development [SITRA] (Finland)					447,180	327,316	447,180	327,316
9. Ford Foundation (USA)					801,800	801,800	801,800	801,800
10. Generalitat de Catalunya (Spain)					601,705	591,072	601,705	591,072
11. Global Environment Facility [GEF]					6,176,300	0	6,176,300	0
12. IDRC (Canada)					1,520,941	1,428,494	1,520,941	1,428,494
13. Ishikawa Foundation for International Exchange (Japan)					144,263	144,263	144,263	144,263
14. James S. McDonnell Foundation (USA)					579,773	579,773	579,773	579,773
15. Japan Foundation for UNU (Japan)					1,527,367	1,527,367	1,527,367	1,527,367
16. John D and Catherine T. MacArthur Foundation (USA)					489,800	489,800	489,800	489,800
17. Kirin Brewery Co. (Japan)					1,518,712	1,518,712	1,518,712	1,518,712
18. Obayashi Corporation (Japan)					521,606	521,615	521,606	521,615
19. OPEC Fund for International Development					175,000	174,854	175,000	174,854

SUMMARY OF ENDOWMENT FUND, OPERATING AND SPECIFIC PROGRAMME CONTRIBUTIONS (continued)
(Cumulative amount as of 31 December 1997)
(US$)

	Endowment Fund		Operating Contributions		Specific Programmes Contributions		Total	
OTHER SOURCES	Pledge	Payment	Pledge	Payment	Pledge	Payment	Pledge	Payment
Contributions over US$ 100,000								
20. Province of Ontario (Canada)					192,469	162,052	192,469	162,052
21. Regional Authority of Sardinia (Italy)					377,971	276,798	377,971	276,798
22. Rockefeller Foundation (USA)					106,079	106,079	106,079	106,079
23. Sasakawa Foundation (Japan)					1,449,438	1,449,438	9,449,438	9,449,439
24. Mr. and Mrs. D. Schlafly (USA)	8,000,000	8,000,000	0	0	0	0	120,000	120,000
25. Shimadzu Corporation (Japan)	100,000	100,000	20,000	20,000	838,670	838,670	838,670	838,670
26. State of Baden-Württemberg (Germany)					232,232	232,232	232,232	232,232
27. Toko Marine Kagami Memorial Foundation (Japan)					307,838	307,838	307,838	307,838
28. United Nations					2,108,429	2,017,429	2,108,429	2,017,429
29. UNDP					564,009	433,953	564,009	433,953
30. UNDP African Future Programme in Abidjan					167,831	167,831	167,831	167,831
31. UNDP Malaysia					503,000	118,300	503,000	118,300
32. UNDP/OPS					971,340	800,000	971,340	800,000
33. UNESCO					463,053	413,053	463,053	413,053
34. UNFPA					265,000	265,000	265,000	265,000
35. UNICEF					238,600	178,600	238,600	178,600
36. UNIFEM					300,000	279,983	300,000	279,983
Contributions less than US$100,000 Total of 102 other benefactors	10,788	10,788			2,669,024	2,511,869	2,679,812	2,522,657
TOTAL (Other sources) (II)	8,110,788	8,110,788	20,000	20,000	38,880,363	22,793,340	47,011,151	30,924,128
GRAND TOTAL (I + II)	226,471,804	218,611,586	63,799,211	57,292,506	56,160,698	39,969,758	346,431,713	315,873,850